

reading. Although many topics are closely related, there is almost no overlap among the papers. Considering their historical focus, all seem remarkably relevant to the concerns of today.

This item is highly recommended for any library with more than a minimal collection in library science, no matter what system of classification may be used. It should be of special interest to any librarian or system designer considering the place of classification in the future of libraries and library catalogs, both as security considerations inspire flirtation with closed stacks, and as computer capabilities allow reconsideration of the possibilities for providing library users with enhanced access to information via subject.—Janet Swan Hill, *Northwestern University, Evanston, Illinois.*

Advances in Library Administration and Organization, V.2. Ed. by Gerard B. McCabe and Bernard Kreissman. Greenwich, Conn.: JAI Press, 1983. 373p. \$45. ISBN 0-89232-214-4.

Like its predecessor, volume 2 of *Advances in Library Administration and Organization* appears to be schizophrenic in its approach to topics of interest to those who manage, or hope to manage, libraries. One wishes that rather than being so defensive about the seemingly haphazard way in which the various essays got into the volume, the editors had considered giving some focus and structure to this volume (as they also should have done in volume 1 and should be planning to do for future volumes). While it is noble to give "conscientious and congenial consideration of articles and research papers which either by their length or their nature would find other publication sources unreceptive" (B. Kreissman's introduction), it makes it difficult for the reviewer to recommend this volume to any but those whose collections of library literature are truly comprehensive.

Volume 2 would be a much better buy if the authors had focused on a topic that is represented in five of the twelve essays that appear: managing change. The five essays all show different faces of the plan-

ning and evaluation process and succeed in various degrees in enlightening or inspiring the manager. The best of the bunch are "The Librarian as Change Agent" by Tom G. Watson and "Strategic and Long Range Planning in Libraries and Information Centers" by Michael E. D. Koenig and Leonard Kerson. Watson discusses the differences between change agents, whom he defines as integral and continuing parts of the library operation, and consultants, whom he sees as providing advice but no follow through. Most importantly he provides excellent guidelines for shepherding change in a library organization. Koenig and Kerson have provided a thorough review of operational research techniques for long-range planning, tying each technique to an example of a library planning issue. In addition, they provide a substantive reference list to the literature of strategic and long-range planning which would be of interest to libraries.

While not quite up to the excellence of the aforementioned articles, Robert White contributes some very useful how-to information in "Project Management: An Effective Problem Solving Approach." This essay focuses on group problem solving, with the group selected for the skills they bring to the problem, and with the charge, objectives, and responsibilities of the group clearly defined. Murray Martin's "The Organizational and Budgetary Effects of Automation on Libraries" is disappointing. The essay really does not talk about budgetary impact (a subject on which enlightenment is needed) but instead focuses on what has gone wrong in existing automation efforts (which is not as helpful to a manager as would be what has gone right). "Evaluation and the Process of Change in Academic Libraries" by Del Williams also fails to fulfill its promise. It provides information on conducting evaluations in a library with lots of help from the MBA—operations research literature. It doesn't offer very much in the way of practical advice for linkage between the general literature and library issues.

Of the remaining articles, two articles on the organization of the library and its ac-

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tivities are worth reading. J. P. Wilkinson has written a thought-provoking article "Subject Divisionalism: A Diagnostic Analysis," which stresses the value of division by subject (for patron convenience) as opposed to division by form (for library convenience). He suggests that a subject-oriented organization of library services would revitalize librarianship. "Toward a Reconceptualization of Collection Development" by Charles B. Osborn is an interesting philosophical article concerning the evolving role of collection development as it becomes collection management and responds to the demands of technological change. The two key concepts that emerge in the new conceptualization are the ideas that collection development is a system (a dynamic whole composed of flexible, interchangeable parts) and that it is a decision-making process (the learning experience which drives the system).

On a practical level, Richard G. King, Jr.'s, research, "Deterioration of Book Paper," provides the library manager with a procedure for studying his/her own collections but more importantly provides data from the work already done with the massive University of California system, which should indicate for any library where the greatest danger to their collections occur. Deanna B. Marcum gives a good overview of existing programs and a good summary of the critical management issues facing library education in "Management Training for Research Librarianship." A weakness of the essay is that it is descriptive rather than prescriptive and is tied too closely to the current programs.

The last three essays all seem rather tangential to the operation and administration of libraries and out of place in the volume. Michael B. Binder's report on "Videotext Development in the United States" is a general primer on the video text industry, but only references to OCLC tie it to libraries, and the author reports only the status of the industry and does not suggest how libraries might be affected by these developments. "Satellite Cable Library Survey" by Mary Dieber is much too technical in its description of the surveys and does not provide much information that would be of interest to li-

brary managers. Finally, Michelle M. Reid's lengthy bibliography, "A Preliminary and Selective Survey of Two Collections of Juvenilia in Florida," belongs in a source where it would come to the attention of those library scholars interested in children's literature.

This series has potential to contribute to the library administration literature, however, to do so it must find a clearer focus. An annual which reviewed advances in library management, but eliminated the extraneous material found in volume 2, would be a worthwhile investment, especially if it could be priced somewhat more reasonably.—Dale S. Montanelli, *University of Illinois at Urbana-Champaign*.

The Management Process: A Selection of Readings for Librarians. Ed. by Ruth J. Person. Chicago: American Library Assn., 1983. 423p. \$20. LC 83-3788. ISBN 0-8389-0381-9.

In this book of readings, Person has attempted to bring together articles and parts of books that are both descriptive of management processes and prescriptive of ways to enhance such processes and that provide information about new approaches and future trends in these management areas. The former is achieved but not the latter. The twenty-four articles (thirteen from management literature and eleven from library literature) are interesting and both descriptive and prescriptive in nature. The seven chapters: Management in the Library Setting, Decision Making & Planning, Control, Organizing, Communicating, Staffing, and Directing touched on most management processes, though budgeting or financial planning are least effectively covered.

Given the date of the book (1983), I would have preferred seeing more recent articles included. The three most recent articles were dated 1980 with the rest being from the 1970s except for one from 1967. A number of the articles mentioned in the additional readings sounded very interesting and future oriented. New approaches and future trends could have been more evident through the inclusion of such items as "Quality Circles, a Tool for the '80s" and "Library Managers: Can